

**Meeting Summary  
Kaua'i County Council  
Goal Setting Workshop  
Tuesday, January 24, 2012  
9:00 a.m. or Soon Thereafter**

**Kaua'i Civil Defense Agency  
Emergency Operating Center  
3990 Ka'ana Street, Suite 100  
Līhu'e, Kaua'i, Hawai'i**

Councilmembers in Attendance: Council Chair Jay Furfaro, Vice Chair JoAnn A. Yukimura, Councilmember Tim Bynum, Councilmember Dickie Chang, Councilmember KipuKai Kuali'i, Councilmember Nadine K. Nakamura, and Councilmember Mel Rapozo.

Facilitation Team: Elizabeth Kent and Becky Sugawa, Hawai'i State Judiciary's Center for Alternative Dispute Resolution

Time was provided for Public Testimony with the following members of the community providing verbal and written testimony.

- Ken Stokes
- Debra Kekauaulua
- Glenn Mickens
- Pat Gegen, Chair of Zero Waste Kaua'i
- Dave Linstrop
- Diane Zachary, Kaua'i Planning & Action Alliance
- Don Heacock

After members of the public shared their views and input, Elizabeth Kent introduced herself and reviewed the suggested ground rules and levels of agreement (Attachment A). A discussion ensued as to the procedure and ground rules of which the Councilmembers came to an agreement. The Councilmembers then discussed potential issues and priorities for the future, which were posted along the walls on chart paper.

Councilmembers used different colored dots to indicate top priority issues (Attachment B); next five (5) issues (Attachment C), and long-term goals (Attachment D). A compilation of all the identified issues and votes is attached (Attachment E).


Councilmembers then broke into small groups to further discuss each issue and fill out worksheets. After a session of working in small groups, all Councilmembers reconvened to share their small group outcomes.

Councilmembers then discussed and made changes to the "Goals" worksheets. A compilation of the worksheets is attached (Attachment F).

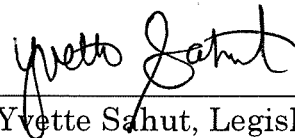
As an end result, the top priority issues identified by the Council were as follows:

- Create more budget controls by starting the budget process earlier, receive Administrative responses (to questions raised during budget sessions) to the Council within 48 hours, and receive a larger big picture overview by the Mayor and/or Managing Director at the start of budget reviews.
- Implementation of the Integrated Solid Waste Management Plan.
- Update the Comprehensive Zoning Ordinance as soon as possible.
- Improve the Department of Parks & Recreation through an audit of staffing and equipment needs and by establishing and raising the standards at all public parks and recreational facilities.
- Diversification of the economy through CEDS programs.
- Promote youth development in a comprehensive way through Department of Parks & Recreation and KPAL programs.
- Update the General Plan based on smart growth and sustainability principles.

Respectfully Submitted,



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Scott Sato, Legislative Assistant



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Yvette Sahut, Legislative Assistant

## **Attachment A**

### Suggested Ground Rules

We will:

- Focus on the “big picture”
- Listen for understanding and avoid interrupting others
- Be acknowledged before speaking
- Avoid interruptions
- Give everyone a chance to express his/her own views
- Offer others a chance to speak before someone who already spoke is called again
- Let everyone have an equal opportunity to share thoughts
- Disagree in an agreeable way, focusing on content
- Look for discussions
- Not waste time
- Make the most of our time together
- Take adequate time to make decisions, and not spend unnecessary time rehashing conversations
- Not reopen decisions once they have been made (barring extraordinary circumstances)
- Try to reach agreements everybody can live with

### Levels of Agreement

- 1) Agree (unqualified “yes”)
- 2) Agree but...(decision perfectly acceptable)
- 3) OK (can live with the decision)
- 4) NOT OK but won’t block decision (don’t fully agree with it)
- 5) Don’t agree with decision (can’t live with it, will block)

**Attachment B**

**First Choice**

(1 yellow dot each/total 7 dots)

<u>Affordable Housing</u> – Need a strategic plan by Administration	1
<u>Agriculture</u> – Important Agricultural Lands (IALs)	1
<u>Budget</u> – Need budget controls	1
<u>Council and Council Services</u> – Independent access to information	1
<u>Economy</u> – Effective use and coordination of Capital Improvement Projects (CIP) funds to keep people working	1
<u>Youth</u> – Promoting youth development in a comprehensive way	1
<u>General Plan/Growth</u> – Community plans and Comprehensive Zoning Ordinance (CZO) built on “smart growth” and sustainability	1

**Next Five Choices**  
(5 blue dots each/34 dots placed)

<u>Affordable Housing</u> – Revisit the affordable housing ordinance	1
<u>Budget</u> – Need budget controls	3
<u>Council and Council Services</u> – Independent access to information	1
<u>Drugs</u> – Adolescent Residential Treatment facility	1
<u>Economy</u> – I.D. and fund project and resources to diversify economy	3
<u>General Plan/Growth</u> - Community plans and CZO built on “smart growth” and sustainability	2
<u>General Plan/Growth</u> - Support for our major master plan communities (consolidate density and managing the growth within the existing town or residential communities)	1
<u>Parks and Recreation</u> – Maintenance and rehabilitation (CIP)	4
Convert Personnel Department to Human Resources Department	2
<u>Legislature</u> – Maintain the Transient Accommodations Tax (TAT) -- Understand in context of state budget	3
<u>Taxes</u> – Address serious discrepancies in real property taxes on comparable properties	1
<u>Transportation</u> - Incrementally expand the bus	3
<u>Transportation</u> - Maintain roads and bridges	2
<u>Youth</u> – Promoting youth development in a comprehensive way	2
<u>Solid Waste</u> - Get Materials Recovery Facility (MRF) up and running	4
<u>Solid Waste</u> - New landfill and municipal resource recovery facility	1

**Long Term Goals**  
(4 red dots each/total 28 dots)

Affordable Housing	1
Agriculture	1
<u>Agriculture</u> – Need a program to train and launch new farmers and farms – including food sustainability	1
<u>Budget</u> – Budget cuts	1
<u>Economy</u> – I.D. and fund project and resources to diversify economy	1
<u>Economy</u> – Effective use and coordination of CIP funds to keep people working	1
General Plan/Growth	1
<u>General Plan/Growth</u> – Update and define General Plan	1
<u>General Plan/Growth</u> – Community Plan and CZO built on “smart growth” and sustainability	1
<u>General Plan/Growth</u> – Support major master plan communities (consolidate density and manage growth within existing town or residential communities)	2
<u>General Plan/Growth</u> – CZO update	2
<u>Parks and Recreation</u> – New parks and facilities	2
<u>Energy</u> – Refresh Energy Sustainability Plan	4
Solid Waste	3
<u>Solid Waste</u> – Solid waste management plan that gets to 70% diversion within a 10-year strategic plan	1
Taxes	1
<u>Transportation</u> – Adopt multi-modal transportation plan	2
Youth – Promote youth development in a comprehensive way	2

## **All Issues**

### **KEY**

**Blue – top five choices**

**Yellow – 1<sup>st</sup> choice**

**Red – long term goals**

### **Affordable Housing** [1 red]

- Revise policy in our ordinance
- Need a strategic plan by Admin – Admin takes lead, involves every one [1 yellow]
- Strategic plan by Admin
- Policy
- Shelter and house people
- Revisit the affordable housing ordinance [1 blue]

### **Agriculture** [1 red]

- Need a program to train and launch new farmers and farms – increase food sustainability [1 red]
- Important agricultural lands (IALs)[1 yellow]

### **Budget**

- Budget cuts [1 red]
- Lack of sound budgeting process
- Expend CIP
- Need budget controls [1 yellow and 3 blue]
  - Comprehensive mid-year analysis, in-depth review of the Comprehensive Annual Financial Report (CAFR)
  - Re-establish budget-setting process and how to get a leaner budget
  - Address revenues in addition to expenditures

### **Council and Council Services**

- Make the best use of existing resources to provide independence
- Expand resources to provide independence
- Structural changes
- Independent access to information [1 yellow and 1 blue]

### Drugs

- Treatment facility [1 blue]
- Prevention

### Economy

- ID and fund project and resources to diversify economy [3 blue and 1 red]
- Effective use and coordination of CIP funds to keep people working [1 yellow and 1 red]
- Create more jobs

### Energy

- Set of laws and strategies that increase the energy efficiency of buildings and reduce fossil fuel usage
- Institute a Property Assessed Clean Energy financing system for our citizens to pay for renewal energy home improvements (i.e., solar or PV) through property tax billing
- Renewable energy facilities and land use
- Refresh energy sustainability plan [4 red]

### General Plan/Growth [1 red]

- Update and define General Plan [1 red]
- Community plans and CZO built on “smart growth” and sustainability [1 yellow, 2 blue and 1 red]
- Support for our major master plan communities (consolidate density and managing the growth within the existing town or residential communities) [1 blue and 2 red]
- Sustainable visitor plan that is consistent with our charter amendment
- Comprehensive Zoning Code update [2 red]

### Homelessness

### Legislature

- Maintain TAT - Understand in context of state budget [3 blue]
- Process to make Council concerns known to Leg
- Solar water heating - Change state law

### Parks and Recreation

- New parks and facilities [2 red]
- Maintenance and rehabilitation (CIP) [4 blue]
- Adopt services and asset management standards



Solid Waste [3 red]

- A solid waste management plan that get us to a 70% diversion within a 10-year strategic plan (2023) [1 red]
- Get MRF up and running [4 blue]
- Restart curbside recycling
- New landfill and municipal resource recovery facility [1 blue]
- Leadership and management of solid waste

Youth [2 red]

- Promoting youth development in a comprehensive way [1 yellow and 2 blue]

Taxes [1 red]

- Address serious discrepancies in real property taxes on comparable properties [1 blue]
- Comprehensive real property tax reform

Transportation

- Adopt multi-modal transportation plan [2 red]
- Traffic work for the relief bypasses of our congested roads
- Incrementally expand the bus [3 blue]
- Maintain roads and bridges [2 blue]

Miscellaneous

- Convert Personnel Department to Human Resources Department [2 blue]
- Council relationship with Administration

**Budget**

Clarify goal:

1. Start budget process earlier (more than 2 weeks)
2. Responses within 48 hours
3. Big picture overview by Gary Heu/Mayor at beginning

Role of Council in meeting this goal:

Council Chair will set schedule; work with administration.

Identify lead to accomplish this goal:

Council Chair

Identify the Council's concerns in accomplishing this goal:

Convey to the administration that payroll, benefits & retirement are the single biggest expenditure & we need clear parameters

Problems:

- Not enough time to do budget review by department
- Staffing guides - payroll
  - Utility costs
  - Resource management/continuity plan
- Respond quickly/within 24 hours/administration is taking too long
- Accountability

How will the Council stay engaged?

- Each council member should work through committee chairs and must stay engaged w/their appropriate department head/counterpart
- Stay true to the protocols that were set

Anything else?

- Further discussion on supplemental budget is needed
- Clarify the formant
- Need more time

### **Economy (Diversification and CIP)**

#### Clarify goal:

1. Goal 1 -- Diversify economy - supports CEDs (CEDs Sports/Wellness, Energy, Culture & Arts)
2. Goal 2 -- Create a 5-yr CIP plan that is a living document and tied to strategic plans in each area of expenditure (Department has solid plans; secure good project management; go with shovel-ready projects)

#### Role of Council in meeting this goal

1. Goal 1: Fund/monitor projects. Fund staff or committees
2. Goal 2: Secure Administration's support for meaningful 5-yr CIP update. Require strategic plan from each department for CIP projects before funding is approved by the Council during the budget process
3. Goal 2: Request to Administration for good management - suggest outsourcing certain tasks to consultants if current staff is unable to complete in a timely manner such as contract management.
4. Goal 2: Request shovel ready projects - Request Administration for a clear reports on what projects are shovel ready

#### Identify lead to accomplish this goal:

- 1) Economic Development Committee
- 2) Finance Committee and Committee of the Whole—Budget Committee
- 3) Chair
- 4) Finance and Public Works

#### Identify the Council's concerns in accomplishing this goal:

- Effectiveness of CIP manager and management process
- Adequacy of staff within the Office of Economic Development (OED) to carry out all of the additional projects.
- Lack of strategic plans in departments to guide CIP spending and other activities

#### How will the Council stay engaged?

- Biennium reports on CEDs
- Require Administration to provide a 5-yr CIP process update and tie to strategic plans in various departments by August 1
- Require report on Parks Master Plan

#### Anything else?

- Funding to implementation -- 3 yr plan (as long as within the Charter's goals)

## **General Plan**

### Clarify goal:

Update the General Plan (GP) based on “Smart Growth” and sustainability principles

### Role of Council in meeting this goal

- Support outreach
- Support upfront dialogue in defining sustainability
- Staff research on cutting edge plans
- Brown bag discussions
- Request input of Citizen Advisory Committees
- Monitor upfront studies
- Liaison between Department of Transportation (DOT), Multi-modal Transportation Plan and General Plan.

### Identify lead to accomplish this goal:

- 1) Planning Committee: Planning Department

### Identify the Council’s concerns in accomplishing this goal:

- Concern that GP won’t be based on sustainability principles
- Concerned that technical studies will delay implementation of a General Plan
- Tracking funding
- Possible lack of consistency between DOT, multi-modal transportation plan and the General Plan
- The Office of Economic Development should be more involved in the General Plan process

### How will the Council stay engaged?

- Monitor process
- Biennial reports from Planning

### Anything else?

## **Parks & Recreation**

### Problems (Existing):

- technical capacity is lacking in management of the parks and the training of supervisors
- understaffed
- maintenance of parks is poor
- restrooms are needed; parking is needed
- equipment inventory needs to be done
- no pool of small equipment reserves
- no equipment repair people

### Clarify goal:

1. Staffing & equipment needs an audit -> pass resolution
2. Raise maintenance standards at all public parks & recreation facilities
  - Revisit previous studies (League of Women Voters)
  - Develop plan (5-yr)
3. Find out status of park planner
4. Golf course -> hire a golf course superintendent -> but is a resource to all parks
5. Use expertise of golf superintendents
6. Inventory of park facility amenities & conditions
7. Find out about a grass specialist

### Role of Council in meeting this goal:

1. Pass resolution for audit <Lead = Mel>
2. Fund necessary positions & studies & inventory (professionally done)
3. Foster park volunteer recognition program
4. Market & fund Ho`olokahi program (\$5K and less)
5. Finish reviewing park master plan by end of year
6. Inventory of park facility amenities & conditions

### Identify lead to accomplish this goal:

Follow up with Park Committee; Chair Furfaro -> Develop site inventory guidelines; Planning Committee; Committee of the Whole for town hall meetings at which this may be discussed

### Identify the Council's concerns in accomplishing this goal:

1. Funding
2. Capacity of park dept.
3. Critical path
4. Community input

### How will the Council stay engaged?

1. Quarterly updates from administration on priority projects
2. Three communities in districts/year (Committee of the Whole) -- town hall format
3. Site visit/inspections

### Anything else?

**Solid Waste**

Clarify goal:

Implement the Plan w/MRF & curbside recycling; update & reassess as necessary

Role of Council in meeting this goal:

Funding

Identify lead to accomplish this goal:

- Environmental Services
- Council Chair
- Mel Rapozo (Committee Chair)

Identify the Council's concerns in accomplishing this goal:

Public health, fiscal, environmental issue, land use issue, safety. The Council approved an Integrated Solid Waste Management Plan but in terms of implementation, the Administration is way behind

How will the Council stay engaged?

Quarterly reports - Keeping the Administration in front of the Council

Anything else?

## Youth

### Clarify goal:

Promote youth development in a comprehensive way

### Role of Council in meeting this goal

- Support adequate maintenance, rehabilitation & development of park facilities w/funding in budget.
- Provide excellent recreational programs in conjunction with other County and community providers. Support the “Collective Action” community effort with funding.
- Support provision of effective drug prevention, enforcement & treatment program

### Identify lead to accomplish this goal:

- 1) Parks Committee/Parks & Recreation Department
- 2) Committee of the Whole: KPAA
- 3) Committee of the Whole -- Anti-Drug Office (Office of the Mayor)

### Identify the Council’s concerns in accomplishing this goal:

- Concern that anti-drug program has not shown concrete results.
- Concern lack of inventory of repairs needed, lack process for reporting repairs needed, and lack scheduling preventative maintenance.

### How will the Council stay engaged?

- Require report on Parks Master Plan
- Request report on Collective Action process
- Request quarterly report on facilities repair program

### Anything else?

- Need to set a workable boundary so that the County does not overstep boundaries or duplication of programs with the State of Hawai‘i.

**CZO**

Clarify goal:

Update CZO ASAP

Role of Council in meeting this goal:

Funding

Identify lead to accomplish this goal:

Planning Chair

Identify the Council's concerns in accomplishing this goal:

Long overdue

Promised long ago that CZO would be completed

How will the Council stay engaged?

Updates by Administration as appropriate

Anything else?